



COMDTINST 5420.40  
JUL 8 1998

## COMMANDANT INSTRUCTION 5420.40

Subj: THE COAST GUARD LEADERSHIP COUNCIL (CGLC)

1. PURPOSE. To establish and constitute the Coast Guard Leadership Council (CGLC).
2. ACTION. Area and district commanders, commanders of maintenance and logistics commands, commanding officers of headquarters units, assistant commandants for directorates, Chief Counsel, and special staff officers at headquarters shall ensure appropriate distribution of this directive.
3. DISCUSSION. The CGLC is the Coast Guard's most senior leadership forum, responsible for developing strategic guidance for the organization. The CGLC shall meet periodically, usually three times per year. The CGLC integrates two previous groups: the Senior Advisory Group (SAG) and the Quality Council (QC). Changes in both areas - strategic planning and quality management - indicate we should now charter a single group to address all senior leader areas from the criteria for the Baldrige and President's Quality Awards, including strategy development and strategic thinking. The members of the CGLC are:
  - a. The Commandant
  - b. The Vice Commandant
  - c. Commanders, Atlantic and Pacific Areas
  - d. The Chief of Staff
  - e. The Master Chief Petty Officer of the Coast Guard

4. RESPONSIBILITIES

a. The CGLC shall:

- (1) Set and communicate directions and seek future opportunities for the Coast Guard by:
  - a. Providing clear and actionable strategic guidance to support executive-level decision making
  - b. Developing linkages and promoting alignment between Coast Guard strategic planning and the Department of Transportation Strategic Plan
- (2) Evaluate and improve the Coast Guard's leadership system, based on review of overall Coast Guard performance and employee feedback. To this end, they shall ensure strong organizational alignment between area commanders and the assistant commandants;
- (3) Participate in and use the results of organizational performance reviews;
- (4) Communicate and reinforce values, performance expectations, learning, innovation, and a focus on customers and stakeholders.

b. The Strategic Planning Staff, Commandant (G-CX), shall:

- (1) Present and facilitate strategic issues for the CGLC agenda;
- (2) Call CGLC attention to changing forces that drive Coast Guard activities;
- (3) Promote strategic thinking among CGLC members.

c. The Quality Management Staff, Commandant (G-CQ), shall:

- (1) Present and facilitate quality management issues for the CGLC agenda;
- (2) Advocate quality management principles and practices to the CGLC;
- (3) Provide general support to the CGLC.

/S/ JAMES M. LOY  
Admiral, U.S. Coast Guard  
Commandant